

## EMERALD EXPRESS 04-1

# STABILITY OPERATIONS IN IRAQ AT THE BRIGADE / REGIMENT / BATTALION AND BELOW: TASK ORGANIZATION, MISSIONS, AND TTP



*"In one moment in time, our service members will be feeding and clothing displaced refugees - providing humanitarian assistance. In the next moment, they will be holding two warring tribes apart conducting peacekeeping operations. Finally, they will be fighting a highly lethal mid-intensity battle. All on the same day, all within three city blocks. It will be what we call the three block war."*

- General Charles C. Krulak

**Introduction.** *Emerald Express 04-1 (EE 04-1): Stability Operations in Iraq - Task Organization; Missions, and Tactics Techniques and Procedures (TTP)* is a co-sponsored US Marine Corps (USMC) and US Joint Forces Command (USJFCOM) event on the *Joint Urban Warrior (JUW) 04 Pathway*. It will be a 1 ½ day seminar conducted 5-6 November 2003 in Quantico, VA.

**Purpose.** *EE 04-1* will review observations and insights from stability operations in Iraq. As US and Coalition forces are likely to continue such operations; *EE 04-1* intends to bring together subject matter experts, to include commanders and planners who have served in Iraq, with the purpose of identifying major issues and possible solutions. The results of *EE 04-1* will feed the *JUW* Program, Joint Urban Operations Concept Development, and the Joint Urban Operations Office's (JFCOM J-9) Joint Urban Operations Lessons Learned effort. Moreover, *EE 04-1* results will be made available to units preparing to conduct stability operations in Iraq.

**Participants.** *EE 04-1* is designed to bring together decision makers at the brigade/ regiment and battalion levels. The main body will be military commanders, planners, and other key participants. US Army, USMC, UK and selected interagency organizations will be represented.

Attendees will either have played a significant role in recent stability operations or are decisively engaged in preparing for future operations. *EE 04-1* will be chaired by Mr. Max Boot of the Council on Foreign Relations and author of *The Savage Wars of Peace* and Mr. Bing West, author of *The Village* (Combined Action Platoon - Vietnam) and *The March Up: Taking Baghdad With the 1st Marine Division*. Both men have traveled extensively in Iraq, visiting US Army and Marine units conducting stability operations.

### Issues

- Differentiating threats and regions and impact on force structure and TTP
- Stability operations in Iraq to date
- Factors that will determine success over the next year
- Precedents and measures of effectiveness

**Background.** *JUW* is co-sponsored by the USMC (MCCDC) and JFCOM (J-9 / JUO Office) to develop understanding of the **future operational and tactical linkages between the Joint Force Commander and his components**. *JUW* supports Marine Corps interests and issues in conducting urban operations and JFCOM in its role as the DoD Executive Agent for Joint Urban Operations.

The intent for *JUW Pathway 04* is to "step to the future" by reviewing recent experiences to better understand current JUO effectiveness, and applying that insight to future JUO concept development and experimentation. *EE 04-1* is the second event of the Pathway and is designed to build off the results of *EE 03: Joint Urban Operations Operation Iraqi Freedom Insights and Observations* held during September 03.

The *Emerald Express* program of insights and observations from actual operations has as its model *Exercise Emerald Express* conducted by the Commanding General, I Marine Expeditionary Force in 1995. That event was the first of several large-scale interagency exercises that addressed operations from a comprehensive military and interagency perspective. Past Wargaming *EE* events have reviewed MEU (SOC) operations in Kosovo, Albania, Bosnia, Turkey, and East Timor/Indonesia.

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